

"Exceptional Leader 360 Feedback Tool" (Smookler & Associates)

Question #		Scale: 1-Poor; 2-Below Average; 3-Average; 4-Above Average; 5-Exceptional	Self Score	Current Ave. 360 Scores	Previous Ave. 360 Scores	360 Score 4-month Increase
Achieving	1	Serves the mission, values and principles of the organization	4.3	4.1	3.9	0.2
	2	Keeps commitments	4.3	4.2	3.7	0.5
	3	Demonstrates courage and willingness to take a stand	4.0	4.0	3.8	0.2
	4	Addresses conflict and resolves or de-escalates	4.1	3.9	3.5	0.4
	5	Demonstrates competence in carrying out tasks, gets the job done	4.3	4.3	4.0	0.3
Subtotal			21.0	20.5	18.9	1.6
Strategizing	6	Is honest and transparent about intentions and expectations	4.0	4.0	3.7	0.3
	7	Manages projects well and gives clear directions to others	4.3	4.3	4.0	0.3
	8	Seeks input from as many people as possible before making important decisions	4.0	4.1	3.8	0.3
	9	Looks beyond appearances and uncovers what is going on below the surface	4.2	3.9	3.8	0.1
	10	Knows own weaknesses and constantly works to improve	4.0	4.2	3.8	0.4
Subtotal			20.5	20.5	19.1	1.4
Relating	11	Demonstrates sensitivity and empathy	4.3	4.3	3.9	0.4
	12	Shows respect and is impartial in the treatment of others	4.1	4.1	3.9	0.2
	13	Listens for the underlying unmet needs	4.3	3.9	3.5	0.4
	14	Genuinely cares about people	4.4	4.4	4.1	0.3
	15	Connects with others and seeks collaboration	4.2	4.1	3.9	0.2
Subtotal			21.3	20.8	19.3	1.5
Inspiring & Tending	16	Is confident and optimistic about success	4.4	4.3	3.9	0.4
	17	Supports and guides the growth of others	4.0	4.1	3.9	0.2
	18	Inspires others to contribute to a project and gives credit where credit is due	4.1	4.0	3.9	0.1
	19	Takes responsibility and knows and exhibits that the "buck stops here"	4.2	4.2	4.0	0.2
	20	Extends trust to others	4.2	3.9	3.8	0.1
Subtotal			20.9	20.5	19.5	1.0
Total Leadership Score			83.7	82.3	76.8	5.5

21. PLEASE NAME ONE THING I CAN DO TO BE A BETTER LEADER (8 Responses):

*Please don't walk away from conflict *Listen for longer before you give advice *I need more feedback on my work *You could be a better listener *Don't avoid conflict *Please show me that you trust me *ask more questions before jumping to conclusions! *Listen!

